**Procurement: New Leisure Services Contract – Project Product and Task Breakdown**

| **Ref.** | **Folder / Sub-Folder / Documents** | **Document / Work Requirement / Tasks** | **Timescale (By)** | **Notes** |
| --- | --- | --- | --- | --- |
| 0 | Project Approval & Commencement | Report to Executive Committee  | 23/11/2017 | Report to incorporate outcomes of 0.1 and proposals in 0.2 and 0.3 |
| 0.1 | Members Input | Member discussion at the LSC Review Working Group (RWG) | 10/10/2017 | Report to cover current contract review and overview of new procurement |
| 0.2 | Allocation of Resources | Resource requirement: Officers, software, external consultants & other  | 16/11/2017 |   |
| 0.3 | External Consultants (EC's) Appointment | Selection of External Consultants (EC) | 24/11/2017 | Below OJEU thresholds, so covered through competitive quotations |
| 0.4 | Pre-meeting work | Review work submitted by EC | 04/01/2018 | Produce final Product/Task Breakdown  |
| 0.5 | Commencement | First meeting Officers & EC | 11/01/2018 |  Scope / Methods of working / introductions |
| **1** | **Intellectual Property** | **All LVRPA IP -Registered & Unregistered** | 21/12/2017 | Cover report to outline ‘branding’ requirements/issues going forward |
| 1.1 | Registered IP | Update Schedule 10 | Nov-17 | 1.1 to 1.4 as Schedules to Cover report  |
| 1.2 | Domain Names | Update Schedule 10 | Nov-17 |   |
| 1.3 | Unregistered IP Venue names | Update Schedule 10 | Nov-17 |   |
| 1.4 | Unregistered IP Logos | Update Schedule 10 | Nov-17 |   |
| 1.5 | Branding | Produce Branding requirements | Nov/Dec-17 | Consideration of ‘centrality’/otherwise of LV brand |
| **2** | **Facilities Information** | **Detailed Information on all Facilities** | Mar-18 | Some aspects needed for February market sounding exercise - 2.13 is last item to be completed (by March 18) |
| 2.1 | Asset Register (AR) | Update / complete |  Nov17 – Feb18 | Only for facilities subject to procurement |
| 2.2 | Maintenance Schedule (MS) | Update / complete |  Nov17 – Feb18 | Obtain information from Trust as part of the Joint Review |
| 2.3 | MPG Records | Update / complete |  Nov17 – Feb18 | Ref: update schedules 5,8,12 and 14 - LSC2015 |
| 2.4 | Planned Maintenance Prog | Update / complete |  Nov17 – Feb18 | Note:Initial draft even if based on existing information  |
| 2.5 | Access Audit Statements | Update / complete |  Nov17 – Feb18 | Needs to be produced for Soft Market Testing exercise in February 2018 |
| 2.6 | Asbestos Register | Update / complete |  Nov17 – Feb18 |  |
| 2.7 | DECs and EPCs where applicable | Update / complete |  Nov17 – Feb18 |   |
| 2.8 | Floor Plans | Update / complete |  Nov17 – Feb18 |   |
| 2.9 | Repairs and Renewals Prog | Update / complete |  Nov17 – Feb18 |   |
| 2.10 | Glass and Glazing Register | Update / complete |  Nov17 – Feb18 |   |
| 2.11 | O & Ms | Update / complete |  Nov17 – Feb18 |   |
| 2.12 | Legionella RAs – Schematics | Update / complete |  Nov17 – Feb18 |   |
| 2.13 | Condition Surveys | Update / complete - ref: Schedule 14 | Mar-18 |  Specific guidance from EC on this and overall as to required depth/form - scope  |
| 2.14 | Venue Inventory | Update / complete - ref: Schedule 12 |  Nov17 – Feb18 |   |
| 2.15 | Form of Master Lease | Update / complete - ref: Schedule 5 |  Nov17 – Feb18 |   |
| 2.16 | Form of Facility Licence | Update / complete - ref: Schedule 5 |  Nov17 – Feb18 |   |
| 2.17 | Form of Facility Sublease | Update / complete - ref: Schedule 5 |  Nov17 – Feb18 |   |
| **3** | **Population and Demographic Info** | **Information on Regions covered by LVP** | Dec-17 | Guidance from EC - produce – review by EC – finalise  |
| 3.1 | Census Info | Produce short document | Dec-17 |  |
| 3.2 | Projections & Trends | Produce short document | Dec-17 |  |
| **4** | **Staffing Structure** | **Organisation Chart for all Facilities, Back Office and HQ** | Apr-18 | Some high level content needed for market sounding exercise in February 2018 (guidance from EC) |
| 4.1 | Facility's Organisation Charts | Produce chart | Mar-18 | Guidance from EC - produce – review by EC – finalise  |
| 4.2 | Back Office Units & Org Chart | Produce chart | Mar-18 | 4.1 – 4.4: collate available info and obtain from Trust where required |
| 4.3 | Management Chart | Produce chart | Mar-18 | Guidance from EC - produce – review by EC – finalise  |
| 4.4 | Job Descriptions | Collate all JDs | Mar-18 | Guidance from EC - produce – review by EC – finalise  |
| **5** | **Customer Information** | **Bookings, Activities, Programmes & Pricing** | Jan-18 | Guidance from EC – produce (update/rewrite Schedule 8) - review by EC - finalise  |
| 5.1 | Customer Information by Facility | Obtain Info from Trust/Facilities & Collate | Dec-17 | Collate available info and obtain from Trust where required |
| 5.2 | Progs & Activities by Facility | Obtain / Collate Information | Dec-17 | As above |
| 5.3 | Activities & Pricing | Obtain / Collate Information | Dec-17 | As above |
| 5.4 | Customer Information Report | Produce | Dec-17 |  |
| **6** | **Service Plans & Monitoring Indices** | **Service Plan per facility** | Apr-18 | Guidance from EC - produce – review by EC – finalise  |
| 6.1 | Facility Requirement/Expectations | Desired Outcomes by facility and overall | Feb-18 | EC to assist and review |
| 6.2 | Monitoring arrangements | Indices to be used for monitoring | Mar-18 | High level information needed for market sounding exercise in Feb 2018 |
| 6.2 | Service objectives per facility | Produce desired outcomes for each facility | Mar-18 | Completion following market sounding |
| 6.3 | Plans & Contractual Monitoring Report | Produce Report | Mar-18 | Completion following market sounding |
| **7** | **TUPE, Pensions** | **TUPE and Pensions Implications** | Oct-18 | Some high level indication (ball park especially pensions) needed for market sounding exercise in Feb 2018 c.f. 4 |
| 7.1 | List staff/posts for TUPE | Initial Overview for Service Specification - detail in ITT | Sep-18 | Completion following market sounding |
| 7.2 | List Pensions/Liabilities Statement | Initial Overview for Service Specification - detail in ITT | Sept-18 |  Completion following market sounding |
| **8** | **Financial Information** | **Financial statements** | July-18 | High level statement needed for market sounding exercise in Feb 2018 |
| 8.1 | Current operating costs | Initial Overview for Service Specification - detail in ITT | June-18 |  |
| 8.2 | Current Income | Initial Overview for Service Specification - detail in ITT | June-18 |   |
| 8.3 | Other costs | Initial Overview for Service Specification - detail in ITT | June-18 |   |
| 8.4 | Minimum financial expectations | Initial Overview for Service Specification - detail in ITT | June-18 |   |
| **9** | **Service Specification for market test** | **Service Specifications** | Jan-18 | Guidance from EC - produce – review by EC – finalise  |
| 9.1 | Service specification for Soft Market Sounding - incorporate 3, parts of 2, 4, 5, 6 and 8 | Produce | Dec-17 |  |
| 9.2 | Organise & Conduct Market Sounding exercise | Plan and Conduct | Feb-18 |  EC to conduct – officers to support |
| 9.3 | Specifications after Market Test | Incorporate exercise outcomes and finalise documents | Mar-18 | EC - assist/review - finalise |
| 9.4 | Shadow Bid | EC to write shadow bid | Oct-18 | EC to submit – jointly analyse and identify shortcomings in documentation |
| **10** | **PQQ** | **Detailed PQQ** | Oct-18 | Guidance from EC c/f 10 and 11 – check timescales  |
| 10.1 | List Information to be requested | Produce | Sep-18 | Guidance from EC - produce – review by EC – finalise  |
| 10.2 | List evaluation criteria | Produce | Sep-18 |   |
| 10.3 | List Timescales | Produce | Sep-18 |   |
| 10.4 | Set Up Evaluation Panel | Set Up panel and procedures | Jul-18 |   |
| 10.5 | Issue PQQ |  | Oct-18 |  |
| 10.5 | Shortlist and selection | Select suppliers for participation in ITT | Nov-18 |   |
| **11** | **ITT / Selection & Award** | **Invitation to Tender Documents & Selection** | Jun-19 | Guidance from EC c/f 10 and 11 – check timescales  |
| 11.1 | Invitation for Initial Solution | Publish Invitation for Initial Solutions | Dec-18 |   |
| 11.2 | Negotiation/Clarification and Shortlist for final Invitation | Negotiate and clarify | Mar-19 |  EC guidance/involvement |
| 11.3 | Invitation for Detailed Solution | Publish Invitation for Final Solutions | Apr-19 |   |
| 11.4 | Selection of successful supplier | Select winning supplier/s | Jul-19 | Scoring matrix/completion EC? - with internal final decisions |
| 11.5 | Standstill | Standstill period and respond to queries/objections | Aug-19 |  |
| 11.6 | Award | Decision on award/s | Sep-19 |   |
| 11.7 | Contract Exchange | Completion of Contract/s | Oct-19 |   |
| **12** | **Contract** | **Final Contract** | Oct-19 | Iterative process |
| 12.1 | Initial Draft Contract | Produce / Revise / Redraft 2015 Contract | Apr-18 |   |
| 12.2 | Final Draft Contract | Draft for ITT - Detailed Solution | Mar-19 |   |
| 11.3 | Exchange | Contract Execution | Oct-19 |   |
| **13** | **Mobilisation Transition & Operation** | **Mobilisation/Transition Plan** | Oct-19 | Mobilisation by new supplier begins on award in Sept |
|  |   | New Staffing structure, Buildings/other rationalisation/Communications/Financial etc. | Oct-19 | formal implementation follows contract execution  |

**New Leisure Services Contract Project (NLSC)**

## Draft Timeline and key tasks

|  |  |  |
| --- | --- | --- |
|  | Aug – Oct 2017 | Completion of internal LSC review and preparation of draft: NLSC project scope, timeline of key tasks, shortlisting of external consultants, demarcation of internal and external tasks, assigning internal tasks, pricing external consultants and preparing for Member working group |
|  | Oct 2017 | First Member Working Group |
|  | Jan 2018 | Completion of Joint LSC review by Authority and Trust  |
|  | Sept - Jan 2018 | Complete information pack for pre-procurement: market engagement / market sounding event |
|  | Jan 2018 | Member approval for procurement strategy |
|  | Jan/Feb 2018 | Initial market engagement  |
|  | Feb – March 2018 | Produce OJEU Documents: Notice, draft Contract & Specifications (including LOTS structure) and criteria for selection. Issue: Invitation to Submit Initial Solutions (end March 2018)  |
|  | May 2018 | Evaluate and shortlist operators for Initial Solutions tenders  |
|  | July – Sept 2018 | Dialogue |
|  | October –2018 | Invitation to Submit Detailed Solutions (or final solutions) and continuing dialogue |
|  | Jan 2019 | Submission of final bids  |
|  | March - May 2019 | Evaluation and award of preferred operator  |
|  | June 2019 | Standstill period |
|  | July 2019 | Contracts execution |
|  | Aug 2019 – March 2020 | Mobilisation and handover preparations |
|  | April 2020 | New contract commencement |